



# The Best Places to Work

IN THE FEDERAL GOVERNMENT

2012 RANKINGS



**PARTNERSHIP  
FOR PUBLIC SERVICE**

**Deloitte.**

The ***Best Places to Work in the Federal Government***<sup>®</sup> rankings offer the most comprehensive assessment of how federal public servants view their jobs and workplaces, providing insights into worker satisfaction on issues ranging from leadership and pay to teamwork and work/life balance.

The rankings alert leaders to signs of trouble and provide a roadmap to help improve organizational performance and better manage our government's most important asset—its employees.

**The 2012 results tell a troubling story** about a workforce whose satisfaction and commitment level has dropped to the lowest point since 2003, when the rankings first launched. The government-wide index score fell 5 percent, from 64 (out of 100) in 2011 to 60.8 this year. The 3.2-point drop is the largest change in the history of the rankings. Meanwhile, employee satisfaction in the private sector remained constant, with a score of 70.0, according to Hay Group.

2012 GOVERNMENT-WIDE  
BEST PLACES TO WORK INDEX SCORE

60.8

3.2 

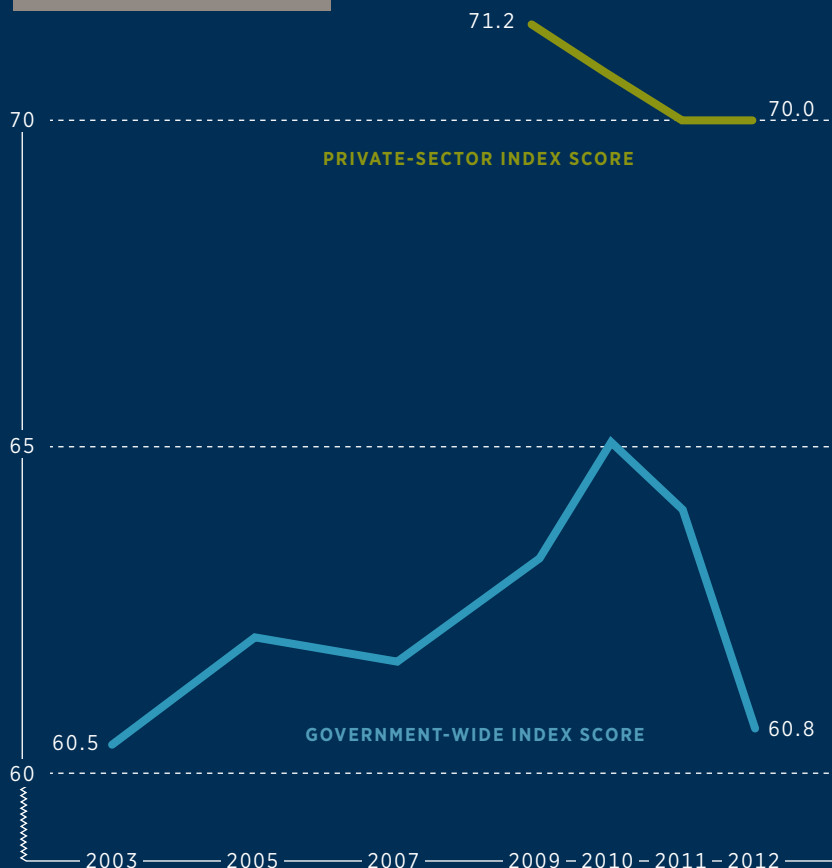
DECREASE FROM 2011 SCORE

Where does this number come from?

Responses to three questions from the Office of Personnel Management's Federal Employee Viewpoint Survey determine the *Best Places to Work* index score:

1. I recommend my organization as a good place to work.
2. Considering everything, how satisfied are you with your job?
3. Considering everything, how satisfied are you with your organization?

INDEX SCORE TRENDS

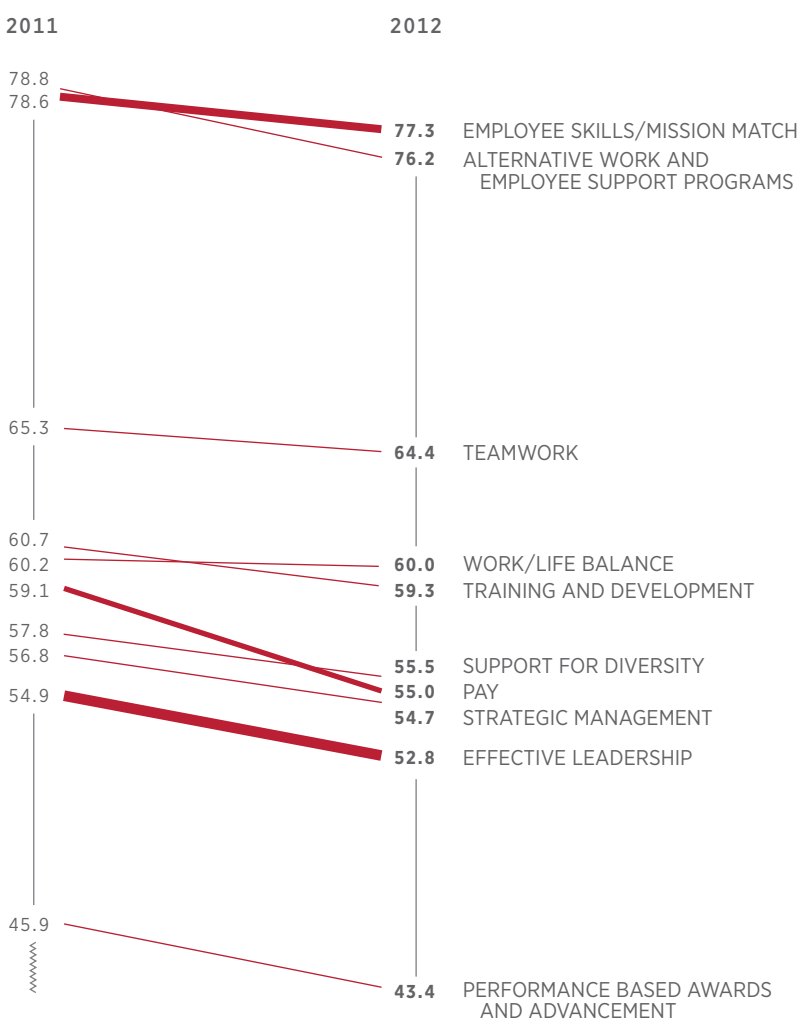


**G**overnment-wide, the new rankings show a decline not just in overall employee satisfaction, but also in each of the other 10 workplace categories ranked by the Partnership for Public Service and Deloitte. Satisfaction with pay, which fell 4.1 points between 2011 and 2012 and 3.9 points between 2010 and 2011, showed the most significant drop. Rewards and advancement, which fell 2.5 points, experienced the next largest decrease.

The declining job satisfaction levels across the federal government come during turbulent times, with employees buffeted by many uncertainties and feeling the effects of hiring slowdowns, buyouts, increased retirements, budget constraints and a two-and-a-half year pay freeze that runs until the spring of 2013.

While many factors shape how employees view their workplaces and rate their satisfaction, the Partnership and Deloitte, with support from Hay Group, analyzed the 2012 data to determine which factors are the leading influencers. Effective leadership has been the key driver every year since the rankings launched in 2003, followed by a match between agency mission and employee skills. The third most important factor, satisfaction with pay, emerged for the first time in 2010, replacing work/life balance as a key element for overall satisfaction and commitment.

#### GOVERNMENT-WIDE SCORES BY CATEGORY



**N**ew to the *Best Places to Work in the Federal Government* rankings this year is the addition of a mid-size agency category to supplement the large and small agency groupings. The purpose is to provide comparisons of agencies that are closer in size. Agencies with more than 15,000 employees are classified as “large”; those with 1,000 to 14,999 employees are classified as “mid-size”; and any agency of 100 to 999 employees is considered “small.”

The number one large agency in 2012 was the National Aeronautics and Space Administration, with a score of 72.8 (out of 100), followed by the Intelligence Community and the Department of State. In the mid-size rankings, the Federal Deposit Insurance Corporation took top honors with a score of 83.3, while the top-ranked small agency was the Surface Transportation Board with a score of 84.3.

In keeping with the government-wide trend, employee satisfaction decreased in 66.1 percent of agencies. Many agencies, however, defied the government-wide convention, including the Department of Transportation, a large agency that raised its score a full 4.1 points. The Office of Management and Budget was the most improved of any agency, with a 13.3-point increase since the 2011 survey. These agencies prove that even in the most challenging climates it is possible to improve employee engagement.

While it was a difficult year for most agencies, some lost far more footing than others. Of the large agencies, employees at the Department of Veterans Affairs expressed the biggest decrease in satisfaction, with a drop of 7.1 points, from 63.8 in 2011 to 56.7 this year. The biggest decrease in all groups was at the Federal Maritime Commission, with a drop of 21.9 points.

PERCENT OF AGENCIES THAT IMPROVED THEIR SCORE, HELD STEADY OR LOST FOOTING

2011

2012

29.5%



32.5%

1.2%



1.4%

69.3%



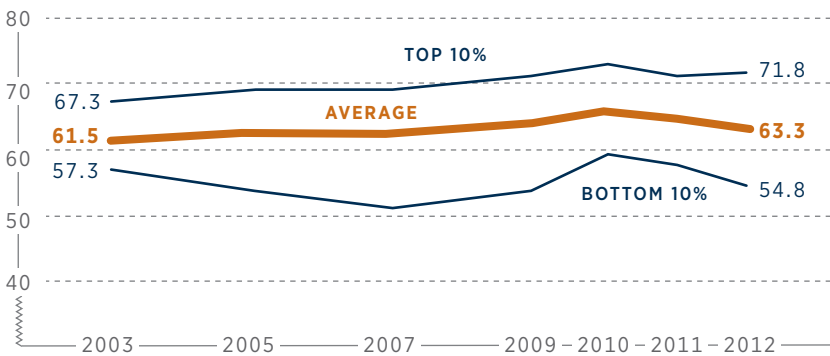
66.1%

# LARGE AGENCIES

## INDEX SCORES

RANK	AGENCY	SCORE
1	National Aeronautics and Space Administration	72.8
2	Intelligence Community	70.8
3	Department of State	68.2
4	Department of Commerce	67.9
5	Environmental Protection Agency	67.6
6	Social Security Administration	66.4
7	Department of the Treasury	66.1
8	Department of Justice	63.8
9	Department of Transportation	63.6
10	Department of the Navy	63.4
11	Department of Health and Human Services	63.3
12	Department of the Interior	62.7
13	Department of the Air Force	61.5
14	Department of the Army	60.9
15	Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities	59.9
16	Department of Labor (tie)	57.4
16	Department of Agriculture (tie)	57.4
18	Department of Veterans Affairs	56.7
19	Department of Homeland Security	52.9

## INDEX SCORE TRENDS



Data from 2003 through 2011 have been recalculated due to the assignment of agencies to the new mid-size category.

## SCORES BY CATEGORY

EFFECTIVE LEADERSHIP		
1	National Aeronautics and Space Administration	68.1
2	Intelligence Community	63.1
3	Department of State	59.5
4	Department of Commerce	58.6
5	Department of the Treasury	57.4
EMPLOYEE SKILLS / MISSION MATCH		
1	National Aeronautics and Space Administration	80.7
2	Intelligence Community	79.5
3	Department of Transportation	79.2
4	Social Security Administration	79.2
5	Department of State	78.9
PAY		
1	Intelligence Community	67.9
2	National Aeronautics and Space Administration	67.0
3	Environmental Protection Agency	64.3
4	Department of Transportation	63.3
5	Department of Commerce	62.9
STRATEGIC MANAGEMENT		
1	National Aeronautics and Space Administration	62.4
2	Intelligence Community	61.2
3	Department of State	60.9
4	Department of Commerce	60.2
5	Social Security Administration	58.9
WORK / LIFE BALANCE		
1	Intelligence Community	70.3
2	National Aeronautics and Space Administration	68.4
3	Department of Commerce	64.2
4	Department of the Treasury	63.8
5	Department of Transportation	63.2
TEAMWORK		
1	National Aeronautics and Space Administration	77.3
2	Intelligence Community	76.9
3	Department of the Treasury	71.5
4	Department of State	70.3
5	Social Security Administration	68.6

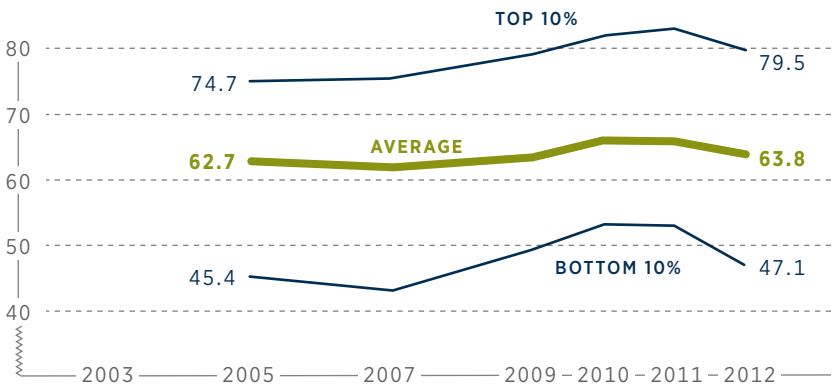
View the complete rankings of category and demographic scores at [bestplacetowork.org](https://bestplacetowork.org).

# MID-SIZE AGENCIES

## INDEX SCORES

RANK	AGENCY	SCORE
1	Federal Deposit Insurance Corporation	83.3
2	Government Accountability Office	75.7
3	Nuclear Regulatory Commission (tie)	75.5
3	Smithsonian Institution (tie)	75.5
5	Federal Trade Commission	74.3
6	National Credit Union Administration	71.0
7	Federal Energy Regulatory Commission	68.5
8	Office of Personnel Management	67.6
9	General Services Administration	67.4
10	Federal Communications Commission	66.7
11	Equal Employment Opportunity Commission	62.7
12	National Science Foundation	61.4
13	Court Services and Offender Supervision Agency	61.2
14	Department of Energy	59.5
15	U.S. Agency for International Development	58.8
16	Small Business Administration	57.7
17	National Labor Relations Board	57.1
18	Department of Education	56.8
19	Securities and Exchange Commission	56.0
20	Department of Housing and Urban Development	54.0
21	National Archives and Records Administration	47.4
22	Broadcasting Board of Governors	46.8

## INDEX SCORE TRENDS



Data from 2005 through 2011 include agencies that have been reassigned to the mid-size category.



## SCORES BY CATEGORY

EFFECTIVE LEADERSHIP		
1	Federal Deposit Insurance Corporation	69.9
2	Nuclear Regulatory Commission	67.6
3	Federal Trade Commission	65.0
4	National Credit Union Administration	64.6
5	Federal Energy Regulatory Commission	59.4
EMPLOYEE SKILLS / MISSION MATCH		
1	Federal Deposit Insurance Corporation	84.0
2	National Credit Union Administration	81.9
3	Nuclear Regulatory Commission	81.5
4	Federal Trade Commission	81.4
5	Equal Employment Opportunity Commission	80.4
PAY		
1	Federal Deposit Insurance Corporation	80.8
2	Nuclear Regulatory Commission	67.1
3	Office of Personnel Management	66.2
4	Court Services and Offender Supervision Agency	65.5
5	General Services Administration	63.5
STRATEGIC MANAGEMENT		
1	Federal Deposit Insurance Corporation	72.3
2	Federal Trade Commission	68.8
3	Nuclear Regulatory Commission	66.8
4	National Credit Union Administration	65.0
5	Federal Energy Regulatory Commission	63.7
WORK / LIFE BALANCE		
1	Nuclear Regulatory Commission	76.6
2	Federal Deposit Insurance Corporation	76.2
3	Federal Energy Regulatory Commission	75.4
4	Federal Trade Commission	69.4
5	Court Services and Offender Supervision Agency	69.1
TEAMWORK		
1	Federal Deposit Insurance Corporation	79.2
2	Nuclear Regulatory Commission	77.4
3	Federal Trade Commission	76.6
4	National Credit Union Administration	75.2
5	Federal Energy Regulatory Commission	71.5

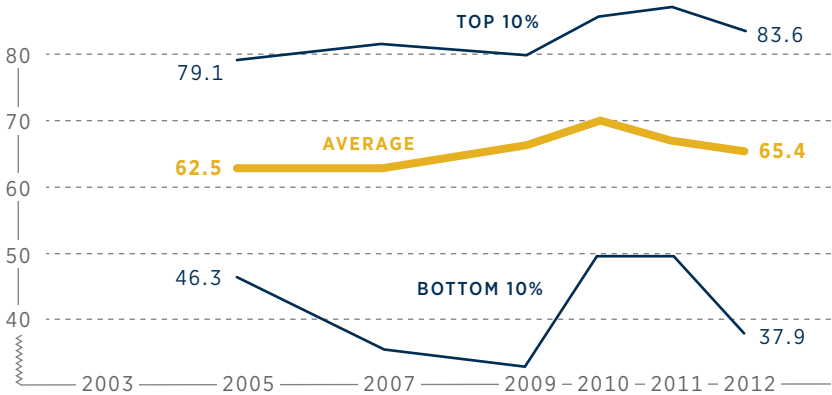
View the complete rankings of category and demographic scores at [bestplacestowork.org](http://bestplacestowork.org).

# SMALL AGENCIES

## INDEX SCORES

RANK	AGENCY	SCORE
1	Surface Transportation Board	84.3
2	Congressional Budget Office	84.2
3	Federal Mediation and Conciliation Service	82.4
4	Peace Corps	81.5
5	National Endowment for the Humanities	80.5
6	Defense Nuclear Facilities Safety Board	78.9
7	Overseas Private Investment Corporation	77.0
8	Federal Labor Relations Authority	74.3
9	Farm Credit Administration	72.6
10	Office of Special Counsel	72.4
11	Office of Management and Budget	70.7
12	Commodity Futures Trading Commission	69.6
13	Railroad Retirement Board	68.8
14	National Transportation Safety Board	68.5
15	National Endowment for the Arts	65.0
16	National Gallery of Art	64.3
17	Merit Systems Protection Board	64.0
18	Pension Benefit Guaranty Corporation	63.0
19	Consumer Product Safety Commission	62.8
20	Corporation for National and Community Service	61.1
21	Selective Service System	60.8
22	U.S. International Trade Commission	60.0
23	Export-Import Bank of the United States	59.2
24	International Boundary and Water Commission	57.2
25	Millennium Challenge Corporation	53.8
26	Federal Housing Finance Agency	49.6
27	Federal Election Commission	46.5
28	Federal Maritime Commission	34.7
29	Office of the U.S. Trade Representative	32.7

## INDEX SCORE TRENDS



Data from 2003 through 2011 have been recalculated due to the assignment of agencies to the new mid-size category.

## SCORES BY CATEGORY

EFFECTIVE LEADERSHIP		
1	Surface Transportation Board	75.3
2	Defense Nuclear Facilities Safety Board	72.2
3	Federal Labor Relations Authority	69.7
4	Federal Mediation and Conciliation Service	68.6
5	Overseas Private Investment Corporation	68.5
EMPLOYEE SKILLS / MISSION MATCH		
1	Federal Mediation and Conciliation Service	89.6
2	National Endowment for the Humanities	84.8
3	Merit Systems Protection Board	83.6
4	Defense Nuclear Facilities Safety Board	82.9
5	Peace Corps	82.5
PAY		
1	Defense Nuclear Facilities Safety Board	78.3
2	Federal Mediation and Conciliation Service	74.2
3	Surface Transportation Board	74.0
4	National Endowment for the Humanities	70.1
5	National Transportation Safety Board	67.1
STRATEGIC MANAGEMENT		
1	Overseas Private Investment Corporation	74.6
2	Peace Corps	73.0
3	National Endowment for the Humanities	72.0
4	Surface Transportation Board	70.9
5	Federal Labor Relations Authority	70.0
WORK / LIFE BALANCE		
1	Defense Nuclear Facilities Safety Board	81.8
2	Federal Mediation and Conciliation Service	81.4
3	Surface Transportation Board	81.3
4	National Endowment for the Humanities	75.6
5	Federal Labor Relations Authority	69.8
TEAMWORK		
1	Surface Transportation Board	85.2
2	Peace Corps	79.8
3	Federal Labor Relations Authority	79.5
4	Office of Special Counsel	77.8
5	Office of Management and Budget	76.5

View the complete rankings of category and demographic scores at [bestplacetowork.org](https://bestplacetowork.org).

# AGENCY SUBCOMPONENTS

## INDEX SCORES

RANK	AGENCY	SCORE
1	Army Audit Agency (Army)	85.7
2	John C. Stennis Space Center (NASA)	84.2
3	Office of General Counsel (EPA)	81.6
4	Environment and Natural Resources Division (DOJ)	80.9
5	Patent and Trademark Office (Commerce)	80.3
6	Civil Division (DOJ)	79.5
7	Region 1 - Boston (EPA)	78.4
8	Naval Special Warfare Command (Navy)	78.1
9	Federal Highway Administration (DOT)	78.0
10	Pretrial Services Agency (CSOSA)	77.5
11	Federal Railroad Administration (DOT)	76.9
12	Region 3 - Philadelphia (EPA)	76.8
13	Office of the Inspector General for Tax Administration (Treasury)	76.6
14	Goddard Space Flight Center (NASA)	76.4
15	Alcohol and Tobacco Tax and Trade Bureau (Treasury)	75.7
16	Region 9 - San Francisco (EPA)	75.2
17	Tax Division (DOJ)	75.0
18	Region 8 - Denver (EPA)	74.9
19	George C. Marshall Space Flight Center (NASA)	74.8
20	Lyndon B. Johnson Space Center (NASA)	73.8
21	Office of the Comptroller of the Currency (Treasury)	73.6
22	Langley Research Center (NASA)	73.5
23	Field Operating Offices of Office of the Secretary of the Army (Army) (tie)	72.6
23	Office of Inspector General (VA) (tie)	72.6
25	Region 6 - Dallas (EPA)	72.5
26	Office of the Inspector General (Interior)	72.4
27	Office of the Solicitor (DOL)	72.3
28	Region 7 - Kansas City (EPA)	72.0
29	Agency for Healthcare Research and Quality (HHS) (tie)	71.9
29	Federal Acquisition Service (GSA) (tie)	71.9
31	Economic Research Service (USDA) (tie)	71.4
31	Office of Inspector General (EPA) (tie)	71.4
31	Bureau of the Public Debt (Treasury) (tie)	71.4
34	Air Force Special Operations Command (Air Force) (tie)	70.9
34	Air Force Elements, U.S. Central Command (Air Force) (tie)	70.9

View the complete rankings for all 292 agency subcomponents at [bestplacestowork.org](https://bestplacestowork.org).

## SCORES BY CATEGORY

EFFECTIVE LEADERSHIP		
1	John C. Stennis Space Center (NASA)	78.4
2	Civil Division (DOJ) (tie)	71.6
2	Lyndon B. Johnson Space Center (NASA) (tie)	71.6
4	George C. Marshall Space Flight Center (NASA)	70.9
5	Air Force Elements, U.S. Central Command (Air Force)	70.4
EMPLOYEE SKILLS / MISSION MATCH		
1	John C. Stennis Space Center (NASA)	86.9
2	Tax Division (DOJ)	85.8
3	Naval Special Warfare Command (Navy)	85.5
4	Environment and Natural Resources Division (DOJ)	85.4
5	Civil Division (DOJ)	85.2
PAY		
1	Office of the Inspector General for Tax Administration (Treasury)	79.3
2	Alcohol and Tobacco Tax and Trade Bureau (Treasury)	78.7
3	Office of Inspector General (EPA)	76.9
4	Office of the Inspector General (DHS)	76.0
5	Office of the Inspector General (USDA)	75.9
STRATEGIC MANAGEMENT		
1	John C. Stennis Space Center (NASA)	75.2
2	Patent and Trademark Office (Commerce)	71.8
3	Office of the Inspector General for Tax Administration (Treasury) (tie)	70.7
3	Alcohol and Tobacco Tax and Trade Bureau (Treasury) (tie)	70.7
5	Air Force Elements, U.S. Central Command (Air Force)	70.6
WORK / LIFE BALANCE		
1	Pretrial Services Agency (CSOSA)	81.2
2	Office of the Inspector General (DOJ)	78.5
3	John C. Stennis Space Center (NASA)	78.0
4	Office of the Inspector General for Tax Administration (Treasury)	77.2
5	Office of Inspector General (Treasury)	76.7
TEAMWORK		
1	Civil Division (DOJ)	82.0
2	Lyndon B. Johnson Space Center (NASA)	81.1
3	Environment and Natural Resources Division (DOJ)	81.0
4	John C. Stennis Space Center (NASA)	80.7
5	Office of General Counsel (EPA)	80.5

View the complete rankings of category and demographic scores at [bestplacetowork.org](https://bestplacetowork.org).

## FIND MORE ONLINE

Visit [bestplacestowork.org](http://bestplacestowork.org) to access the complete 2012 rankings, formulate customized reports and conduct side-by-side comparisons of agencies and their subcomponents.

Here is what you will find online:

- ★ The **complete rankings** for the 19 large, 22 mid-size and 29 small Cabinet departments and independent agencies, and more than 292 organizations within those agencies, with **detailed profiles** of each.
- ★ **Insightful analysis** of what the rankings mean, with **trend data** to help you understand where the agencies stand and where they are heading.
- ★ Rankings focused on **topics that matter** to you, such as effective leadership, pay, work/life balance and support for diversity.
- ★ Worker satisfaction rankings broken down by **demographic groupings** including age, gender, race and ethnicity.
- ★ Capabilities that allow you to generate **customized reports** by selecting the agency features most important to you. You can also conduct **side-by-side comparisons** of how agencies or their subcomponents ranked in various categories.
- ★ An **Agency Services** section with resources that can help you turn your *Best Places to Work* data into workforce solutions that drive real results.

# The Best Places to Work

## IN THE FEDERAL GOVERNMENT® 2012 RANKINGS

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[Supervisors](#)

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[Performance Based Rewards and Advancement](#)

[Alternative Work and Employee Support Programs](#)

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### SCORES BY DEMOGRAPHIC

[Female](#)

[Male](#)

## Overall Rankings

### Best Places to Work Index Scores

The index score measures the performance of agencies and agency subcomponents related to employee satisfaction and commitment.

Large Agencies

Mid-Sized Agencies

Small Agencies

Agency Subcomponents

Rank	Agency	2012	2011	Change
1	National Aeronautics and Space Administration	72.8	72.5	0.30
2	Intelligence Community	70.8	69.5	1.30
3	Department of State	68.2	70.0	-1.80
4	Department of Commerce	67.9	67.5	0.40
5	Environmental Protection Agency	67.6	67.9	-0.30
6	Social Security Administration	66.4	70.1	-3.70
7	Department of the Treasury	66.1	67.9	-1.80
8	Department of Justice	63.8	68.3	-4.50
9	Department of Transportation	63.6	59.5	4.10
10	Department of the Navy *	63.4	65.6	-2.20
11	Department of Health and Human Services	63.3	62.7	0.60
12	Department of the Interior	62.7	62.9	-0.20
13	Department of the Air Force *	61.5	62.9	-1.40
14	Department of the Army *	60.9	64.9	-4.00
15	Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities *	59.9	61.9	-2.00
16	Department of Agriculture	57.4	61.8	-4.40
16	Department of Labor	57.4	60.0	-2.60
18	Department of Veterans Affairs	56.7	63.8	-7.10
19	Department of Homeland Security	52.9	56.6	-3.70

## ABOUT BEST PLACES TO WORK

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The *Best Places to Work in the Federal Government* rankings—the most comprehensive and authoritative rating of employee satisfaction and commitment in the federal government—are produced by the Partnership for Public Service and Deloitte.

The **Partnership for Public Service** is a nonpartisan, nonprofit organization working to revitalize our federal government by inspiring a new generation to serve and by transforming the way government works. To help leaders use their data to drive reforms, we launched an advisory services program that works in partnership with agencies to conduct custom data analysis and lead them through a series of action planning activities that identify and address employee concerns. To learn more, visit [bestplacestowork.org/agencyservices](http://bestplacestowork.org/agencyservices).

**Deloitte Consulting LLP** is one of the world's largest management consulting providers. More than 6,600 professionals are dedicated to serving federal clients with wide-ranging missions. Deloitte brings a deep understanding of government requirements, processes, and systems—as well as insights into the workforce and technology issues that affect day-to-day operations. By drawing on industry-leading practices across government and business, Deloitte applies a mix of private-sector perspective and public-sector experience to help federal agencies in their efforts to address today's biggest challenges while building a stronger foundation for tomorrow. To learn more, visit [deloitte.com/federal](http://deloitte.com/federal).

### METHODOLOGY

The vast majority of the data used to develop the *Best Places to Work in the Federal Government* rankings was collected by the Office of Personnel Management's Federal Employee Viewpoint Survey. The survey was administered April 2 through June 30, 2012, to full-time and part-time permanent executive branch employees and completed by more than 687,000 federal workers, for a response rate of 46.1 percent. Participating agencies account for 97 percent of the executive branch workforce. The rankings also include responses from more than 9,000 additional employees at nine agencies who were surveyed at the same time and had a response rate of more than 50 percent. In addition, the rankings incorporate responses from employees of the Intelligence Community, which conducted its own similar surveys but did not report the number of respondents due to classification restrictions. In total, 362 federal organizations are represented in the *Best Places to Work* rankings.

Large agencies listed in the rankings are those organizations with more than 15,000 full-time, permanent employees. Agencies of 1,000 to 14,999 full-time permanent employees are included in the mid-size agency category. Small agencies are those with at least 100 but fewer than 1,000 full-time, permanent employees.

The *Best Places to Work* index is calculated using the percentage of positive responses to three workplace satisfaction questions and is weighted according to a proprietary formula. The workplace environment scores are calculated by averaging the percentage of positive responses in 10 categories, including effective leadership, employee skills/mission match and pay. Hay Group, our technical partner, performs regression analysis to determine the categories with the most influence on the *Best Places to Work* satisfaction score.



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